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1. The periodic plans which govern the operations of the Soviet Merchant Fleet range from the monthly plan, which establishes the norms for the workers in the shipping companies, to the five-year plan, which outlines the goals to be achieved during that period. They can be characterized as follows:
 - a. The five-year plans, now abandoned, were promulgated for the whole national economy in order to attain a specific phase of the industrial development and expansion. This development was based on accomplishment of the production requirements set forth in the operational plans covering shorter periods.
 - b. The annual plan, published by the Minister of the Merchant Fleet in conjunction with the chief directorates, is an operational plan which sets the standards to be maintained on an annual basis.
 - c. The quarterly plan is a more detailed schedule of production requirements which is prepared by the chief directorates in conjunction with the field agencies.

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- d. The monthly plan is a detailed requirement schedule of the operating agencies which prescribes the specific norms of the individual workers.
2. The fulfillment of these plans has been erratic and can be described as follows:
 - a. The five-year plan has been abandoned in the USSR because the political leaders were unable to foresee all the possible contingencies that arise over such a long period. During the war, and especially from 1946-51, the impossibility of drafting a plan flexible enough to absorb the changes occurring in the Soviet economy was clearly proved. The many unforeseen factors and events which arose showed that the plan was too rigid to allow modification without basic changes in the goals which had been set.
 - b. In order to maintain the norms of the annual plan it is occasionally necessary to increase the workers' production requirements. In such cases the workers must use their own initiative to meet the new situation. They can do it by overtime, increased effort, or any method which enables them to fulfill the new requirement. The plan itself is not altered even if it becomes apparent that the goals have been set too high in view of some unforeseen event.
 - c. In the fulfillment of the monthly plan the workers are strictly bound to reach their prescribed norm, month after month. Slackness for one month and redoubled effort in the following month is not allowed. A balanced over-fulfillment is permitted provided that the performance remains steady and that no great fluctuations appear in the production chart. When additional tasks are given to a worker he is not relieved of his obligation to fulfill his usual norm.
 3. When the annual plan is over-fulfilled, the surpluses are frequently dedicated to Stalin. In the steamship company Reydtanker, for example, such a surplus might consist of 500-600 thousand extra tons of oil shipped during the year. The general norms set for the vessels of the Merchant Fleet are usually very high in relation to the poor condition of the ships. They are never formulated with any degree of realism. The financial plan, for instance, is never adequate and production norms cannot be fulfilled without compensating for the inadequate funds allotted by driving the workers harder and longer.
 4. Under the present regime the plans are a necessity because the workers will not do any work unless it is presented in the form of an absolute requirement. They have no interest in their work and show no initiative; they only comply with a demand. Older people in the Caspian Sea region still recall the conditions which existed under a system of free enterprise when concerns such as the Nobel Company and the Mazout Company, using the crudest kind of equipment, were able to accomplish more than the Soviets do today. This is true even after 35 years of Soviet endeavor and so-called improvements in the economy.

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